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Committee for Programme and Coordination
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Agenda item 8
Adoption of the report of the Committee on its forty-eighth session

Draft report

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Addendum

Proposed strategic framework for the period 2010-2011
(Item 3 (b))

Programme 24
Management and support services

1. At its 12th meeting, on 18 June 2008, the Committee for Programme and Coordination considered programme 24, Management and support services, of the proposed biennial programme plan (A/63/6 (Prog. 24)).

2. The representative of the Secretary-General introduced the programme and responded to queries raised during the Committee's consideration of the programme.

Discussion

3. The programme was considered one of the most important programmes. Views were expressed in support of the programme and the important role it played in providing all critical support and services in the delivery of the work programme of the Organization. The importance of the effective and efficient functioning of the financial, human resources and support services was emphasized. Support was expressed for the incorporation of issues, such as accountability, efficiency, effectiveness, timeliness, and transparency, in the proposed biennial programme plan. It was noted that accountability had been given greater emphasis and integrated into the programme and that the Department of Management would support the management reform and lead efforts on reform. Accountability at a senior level was considered an important issue and needed monitoring. At the same

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time it was observed that some of the indicators of achievement under various subprogrammes were generic and needed further refinement so as to make them specific, quantifiable and measurable.

4. It was indicated that all duty stations should be viewed equally in terms of resource allocations and management. The view was expressed that specific circumstances of duty stations needed to be reflected. The medical services in support of staff health and fitness provided by the Medical Service was appreciated and considered important, and in that regard the view was expressed that such services should be available equally in all duty stations.

5. The Committee expressed its appreciation for the informative and comprehensive report on management and support services. It commended the Secretariat for its ongoing efforts to improve service delivery to Member States and human resource management.

6. The Committee also expressed support for the efforts by the Secretariat to streamline service delivery and human resource management, including improvement in the conditions of staff members.

7. The Committee also urged the Secretariat to continue to pay particular attention to gender parity, with regard to recruitment and the promotion of staff and to have such demographics reflected throughout the Organization. The Committee encouraged the Secretariat to meet that target.

8. The Committee urged the Secretariat to continue to recruit staff from developing countries, especially from underrepresented countries. It emphasized the need for that target to be met.

9. The Committee expressed concern about the insufficient involvement of developing countries and countries with economies in transition in the Organization's procurement activities. It urged the Secretariat to make a greater effort to broaden the vendor base from developing countries.

10. Under the management services component of subprogramme 1, Management services, administration of justice and services to the Fifth Committee of the General Assembly and to the Committee for Programme and Coordination, it was emphasized that without good management, the work of the Organization would be adversely affected. An optimistic view was expressed that the new system of administration of justice would operate effectively, efficiently and in a timely and transparent manner, and produce good results.

11. Regarding subprogramme 2, Programme planning, budget and accounts, simplification of administrative processes and sharing of experiences and lessons learned among the duty stations were stressed. The view was expressed that some of the indicators were rather general and difficult to measure, and that performance indicators to measure the implementation of the budget were necessary. The view was expressed that, under subprogramme 2 (b), Financial services relating to peacekeeping operations, the indicator of achievement relating to submission of budget and performance reports within deadlines should be included.

12. With regards to subprogramme 3, Human resources management, views were expressed in support of the policy on mobility, the efforts to improve recruitment, and sharing of experiences and tools among duty stations and organizations. A detailed strategic plan for mobility and the need for the Organization to know the kinds of skills required was essential.

13. The observation was made that the 174 days needed for recruitment could be due to lack of familiarity of a programme manager with policies and tools. It was indicated that the experience of recruitment in Vienna, where the period for recruitment was shorter, should be followed in other duty stations.

14. The incorporation of expected accomplishments and indicators of achievement regarding the geographical representation and gender balance in the recruitment of staff, especially from unrepresented and underrepresented countries, was appreciated. The view was expressed, however, that indicators quantifying and measuring levels of staff positions by geographic regions was required. The view was expressed that the diversity of staff in the Secretariat needed to be reflected in the strategic framework for subprogramme 3.

15. Concerning subprogramme 4, Support services, the importance of the access to and participation by vendors in United Nations procurement, as well as the need to further improve access of vendors from developing countries was emphasized. Appreciation was expressed for incorporation of accomplishments and indicators relating to participation by vendors in United Nations procurement. At the same time, it was recognized that issues of concern regarding procurement needed to be addressed. Concern was expressed that for many reasons the information and communications technology initiatives were not developing as expected, which could impact the implementation of the enterprise resource planning system, and consequently, the International Public Sector Accounting Standards.

Conclusions and recommendations

16. **The Committee also noted that staff medical services were not equally available at each duty station and, in that regard, recommended to the General Assembly to request the Secretary-General to consider the issue that health services be equally ensured to staff in every duty station.**

17. **The Committee recommended that the General Assembly approve the programme narrative of programme 24, Management and support services, of the proposed biennial programme plan, subject to the following modifications:**

Overall orientation

Paragraph 24.6

In the second sentence, after "enterprise resource planning system", insert "according to the decisions of the General Assembly".

A. Headquarters

Subprogramme 1
Management services, administration of justice and services to the Fifth Committee of the General Assembly and to the Committee for Programme and Coordination

(a) Management services

Objective of the Organization

Delete "capacity and administrative".

Expected accomplishment of the Secretariat

Delete expected accomplishments (b) and (c).

Indicators of achievement

Renumber indicator of achievement (a) as "(a) (i)".

In indicator of achievement (b), delete "concerning internal control".

Link indicator of achievement (b) to expected accomplishment (a) and renumber it as (a) (ii).

Link indicator of achievement (c) (i) to expected accomplishment (a) and reletter it as indicator (a) (iii).

Replace indicator of achievement (c) (ii) with the following:

"(c) (ii) Improvement of management of administrative overhead cost per United Nations staff".

Link indicator (c) (ii) to expected accomplishment (a) and reletter it as indicator (a) (iv).

Replace indicator (d) with the following:

"(d) Implementation of concrete measures, such as a planning table, in order to monitor management services functions".

Subprogramme 2
Programme planning, budget and accounts

(a) Programme planning and budgeting

Expected accomplishments of the Secretariat

In expected accomplishment (b), delete ", and extrabudgetary activities".

Replace expected accomplishment (c) with the following:

"(c) Improved monitoring of extrabudgetary activities and client services".

Indicators of achievement

In indicator of achievement (a) (ii), replace "secretaries of intergovernmental bodies and of the Advisory Committee on Administrative and Budgetary Questions" with "Member States".

In indicator of achievement (b) (i), after "obligations", insert "and cancellation of prior-period obligations".

Reletter indicator (b) (i) as "(b)".

Link indicator of achievement (b) (ii) to expected accomplishment (c) and delete indicator (c) (ii).

Replace indicator (c) (iii) with the following:

"(c) (ii) Reduce the number of unsatisfied clients to zero per cent".

(b) Financial services relating to peacekeeping operations

Indicators of achievement

Reletter indicator of achievement (a) as "(a) (i)".

Reinstate indicator of achievement (a) (ii) approved for 2008-2009 reading as follows:

"(a) (ii) Increased percentage of budget and performance reports submitted by the documentation deadlines".

(c) Accounting, contributions and financial reporting

Expected accomplishment of the Secretariat

Replace expected accomplishment (d) by reinstating expected accomplishment (a) under subprogramme 2 (e), Assessment and processing of contributions, approved for 2008-2009, reading as follows:

"Timely submission of documentation required for informed decision-making by Member States on issues related to the scale of assessments, the basis for financing peacekeeping activities and the status of contributions".

Delete expected accomplishment (e).

Indicators of achievement

Delete indicator of achievement (e).

Subprogramme 3
Human resources management

(a) Policy and strategic planning

Indicators of achievement

Renumber indicator of achievement (a) as "(a) (i)".

Add a new indicator of achievement as follows:

"(a) (ii) Reduce the difference between the planned and achieved goals in human resources".

(b) Recruitment and staffing

Expected accomplishments of the Secretariat

Delete expected accomplishment (c).

Move expected accomplishment (b) and insert it as indicator of achievement (a) (vi).

Indicators of achievement

In indicator (a) (iii), replace "in particular" with "including", and add at the end "especially at senior management levels".

At the end of existing indicator (a) (iv), add ", at all duty stations".

Reletter indicator (b) as indicator "(a) (v)".

Delete indicators of achievements (c) (i) and (c) (ii).

(d) Medical services

Objective of the Organization

Replace the text by reinstating the objective approved for the period 2008-2009, reading as follows:

"To ensure that all staff members, including those on mission, are fit to carry out their duties".

Expected accomplishments of the Secretariat

Delete expected accomplishments (c) and (d).

Indicators of achievement

Delete indicators of achievements (c) (i), (c) (ii), and (d).

Subprogramme 4
Support services

(a) Information and communications technology services

Objective of the Organization

Replace objectives 1 and 2 with the following:

"Objective of the Organization: to facilitate the achievement of the operational and strategic goals of the Organization through information and communications technology".

Expected accomplishments of the Secretariat

Under former objective 1, delete expected accomplishments (a), (b), (c) and (d). Under former objective 2, delete expected accomplishment (a) and (b).

Under the new, single objective, add expected accomplishments (a), (b) and (c) as follows:

"(a) Improved capability of the Organization in the area of the management and provision of services".

"(b) Improved services provided by the Information and Technology Services Division in meeting the strategic goals of the Organization."

"(c) Increased responsiveness in closing operational gaps".

Indicators of achievement

Under former objective 1, delete indicators of achievement (a) (i), (a) (ii), (b), and (d) (ii).

Insert indicator of achievement (a) from former objective 2 as expected accomplishment (a) under the new, single objective, reading as follows:

"(a) Increased number of services automated".

Insert indicator of achievement (c) from former objective 1 as expected accomplishment (b) under the new, single objective, to read as follows:

"(b) Increased number of services meeting expected service levels".

Insert indicator of achievement (d) (i) from former objective 1 as expected accomplishment (c) under the new, single objective, to read as follows:

"(c) Increased number of services provided according to best practices, as determined by organizations of recognized international stature, such as the International Organization for Standardization".

B. United Nations Office at Geneva

Subprogramme 2
Programme planning, budget and accounts (Geneva)

Expected accomplishments of the Secretariat

In expected accomplishment (a), delete ", and extrabudgetary resources".

Replace expected accomplishment (b) with the following:

"(b) Improved monitoring of extrabudgetary activities and client services".

Indicators of achievement

In indicator of achievement (a) (i), after "obligations", insert "and cancellation of prior-period obligations".

Reletter indicator (a) (i) as "(a)".

Move indicator of achievement (a) (ii) and link it to expected accomplishment (b) to replace existing indicator (b) (ii).

Add new indicator (b) (iii) as follows:

"(b) (iii) Reduce the number of unsatisfied clients to zero per cent".

Subprogramme 3
Human resources management (Geneva)

Expected accomplishments of the Secretariat

Delete expected accomplishment (a), and reletter subsequent expected accomplishments accordingly.

Indicators of achievement

Delete indicators of achievement (a) (i) and (ii), and reletter subsequent indicators accordingly.

Subprogramme 4
Support services (Geneva)

(a) Information and communications technology services

Objective of the Organization

Replace objectives 1 and 2 with the following:

"Objective of the Organization: to facilitate the achievement of the operational and strategic goals of the Organization through information and communications technology".

Expected accomplishments of the Secretariat

Under former objective 1, delete expected accomplishments (a), (b), (c) and (d). Under former objective 2, delete expected accomplishments (a) and (b).

Under the new, single objective, add expected accomplishments (a), (b) and (c) as follows:

"(a) Improved capability of the Organization in the area of the management and provision of services".

"(b) Improved services provided by the Information and Technology Services Division in meeting the strategic goals of the Organization".

"(c) Increased responsiveness in closing operational gaps".

Indicators of achievement

Under former objective 1, delete indicators of achievement (a) (i), (a) (ii), (b) and (d) (ii).

Insert indicator of achievement (a) from former objective 2 as expected accomplishment (a) under the new, single objective, reading as follows:

"(a) Increased number of services automated".

Insert existing indicator of achievement (c) from former objective 1 as expected accomplishment (b) under the new, single objective, reading as follows:

"(b) Increased number of services in meeting expected service levels".

Insert indicator of achievement (d) (i) from former objective 1 as expected accomplishment (c) under the new, single objective, to read as follows:

"(c) Increased number of services provided according to best practices, as determined by organizations of recognized international stature, such as the International Organization for Standardization".

C. United Nations Office at Vienna

Subprogramme 2
Programme planning, budget and accounts (Vienna)

Expected accomplishments of the Secretariat

In expected accomplishment (a), delete ", and extrabudgetary resources".

Replace expected accomplishment (b) with the following:

"(b) Improved monitoring of extrabudgetary activities and client services".

Indicators of achievement

In indicator of achievement (a) (i), after the word "obligations", insert "and cancellation of prior-period obligations".

Reletter indicator (a) (i) as "(a)"

Link indicator of achievement (a) (ii) to expected accomplishment (b) to replace existing indicator (b) (ii).

Add a new indicator (b) (iii) as follows:

"(b) (iii) Reduce the number of unsatisfied clients to zero per cent".

Subprogramme 3
Human resources management (Vienna)

Expected accomplishments of the Secretariat

Delete expected accomplishment (a), and reletter subsequent expected accomplishments accordingly.

Indicators of achievement

Delete indicators of achievement (a) (i) and (ii), and reletter subsequent indicators accordingly.

Subprogramme 4
Support services (Vienna)

(a) Information and communications technology services

Objective of the Organization

Replace objectives 1 and 2 with the following:

"**Objective of the Organization**: to facilitate the achievement of the operational and strategic goals of the Organization through information and communications technology".

Expected accomplishments of the Secretariat

Under former objective 1, delete expected accomplishments (a), (b), (c) and (d). Under former objective 2, delete expected accomplishments (a) and (b).

Under the new, single objective, add expected accomplishments (a), (b) and (c) as follows:

"(a) Improved capability of the Organization in the area of the management and provision of services".

"(b) Improved services provided by the Information and Technology Services Division in meeting the strategic goals of the Organization".

"(c) Increased responsiveness in closing operational gaps".

Indicators of achievement

Under former objective 1, delete indicators of achievement (a) (i), (a) (ii), (b) and (d) (ii).

Insert indicator of achievement (a) from former objective 2 as expected accomplishment (a) under the new, single objective, reading as follows:

"(a) Increased number of services automated".

Insert indicator of achievement (c) from former objective 1 as expected accomplishment (b) under the new, single objective, reading as follows:

"(b) Increased number of services meeting expected service levels".

Insert indicator of achievement (d) (i) from former objective 1 as expected accomplishment (c) under the new, single objective, reading as follows:

"(c) Increased number of services provided according to best practices, as determined by organizations of recognized international stature, such as the International Organization for Standardization".

D. United Nations Office at Nairobi

Subprogramme 2
Programme planning, budget and accounts (Nairobi)

Expected accomplishments of the Secretariat

In expected accomplishment (a), delete ", and extrabudgetary resources".

Replace expected accomplishment (b) with the following:

"(b) Improved monitoring of extrabudgetary activities and client services".

Indicators of achievement

In indicator of achievement (a) (i), after "obligations", insert "and cancellation of prior-period obligations".

Reletter indicator (a) (i) as "(a)"

Move indicator of achievement (a) (ii) and link it to expected accomplishment (b) to replace existing indicator (b) (ii).

Replace indicator (b) (iii) with the following:

"(b) (iii) Reduce the number of unsatisfied clients to zero per cent".

Subprogramme 3
Human resources management (Nairobi)

Expected accomplishments of the Secretariat

Delete expected accomplishment (a), and reletter subsequent expected accomplishments accordingly.

Indicators of achievement

Delete indicators of achievement (a) (i) and (ii), and reletter subsequent indicators accordingly.

Subprogramme 4
Support services (Nairobi)

(a) Information and communications technology services

Objective of the Organization

Replace objectives 1 and 2 with the following:

"**Objective of the Organization**: to facilitate the achievement of the operational and strategic goals of the Organization through information and communications technology".

Expected accomplishments of the Secretariat

Under former objective 1, delete expected accomplishments (a), (b), (c) and (d). Under former objective 2, delete expected accomplishments (a) and (b).

Under the new, single objective, add expected accomplishments (a), (b) and (c) as follows:

"(a) Improved capability of the Organization in the area of the management and provision of services".

"(b) Improved services provided by the Information and Technology Services Division in meeting strategic goals of the Organization".

"(c) Increased responsiveness in closing operational gaps".

Indicators of achievement

Under former objective 1, delete indicators of achievement (a) (i), (a) (ii), (b) and (d) (ii).

Insert indicator of achievement (a) from former objective 2 as expected accomplishment (a) under the new, single objective, reading as follows:

"(a) Increased number of services automated".

Insert indicator of achievement (c) from former objective 1 as expected accomplishment (b) under the new, single objective, reading as follows:

"(b) Increased number of services meeting expected service levels".

Insert indicator of achievement (d) (i) from former objective 1 as expected accomplishment (c) under the new, single objective, to read as follows:

"(c) Increased number of services provided according to best practices, as determined by organizations of recognized international stature, such as the International Organization for Standardization".